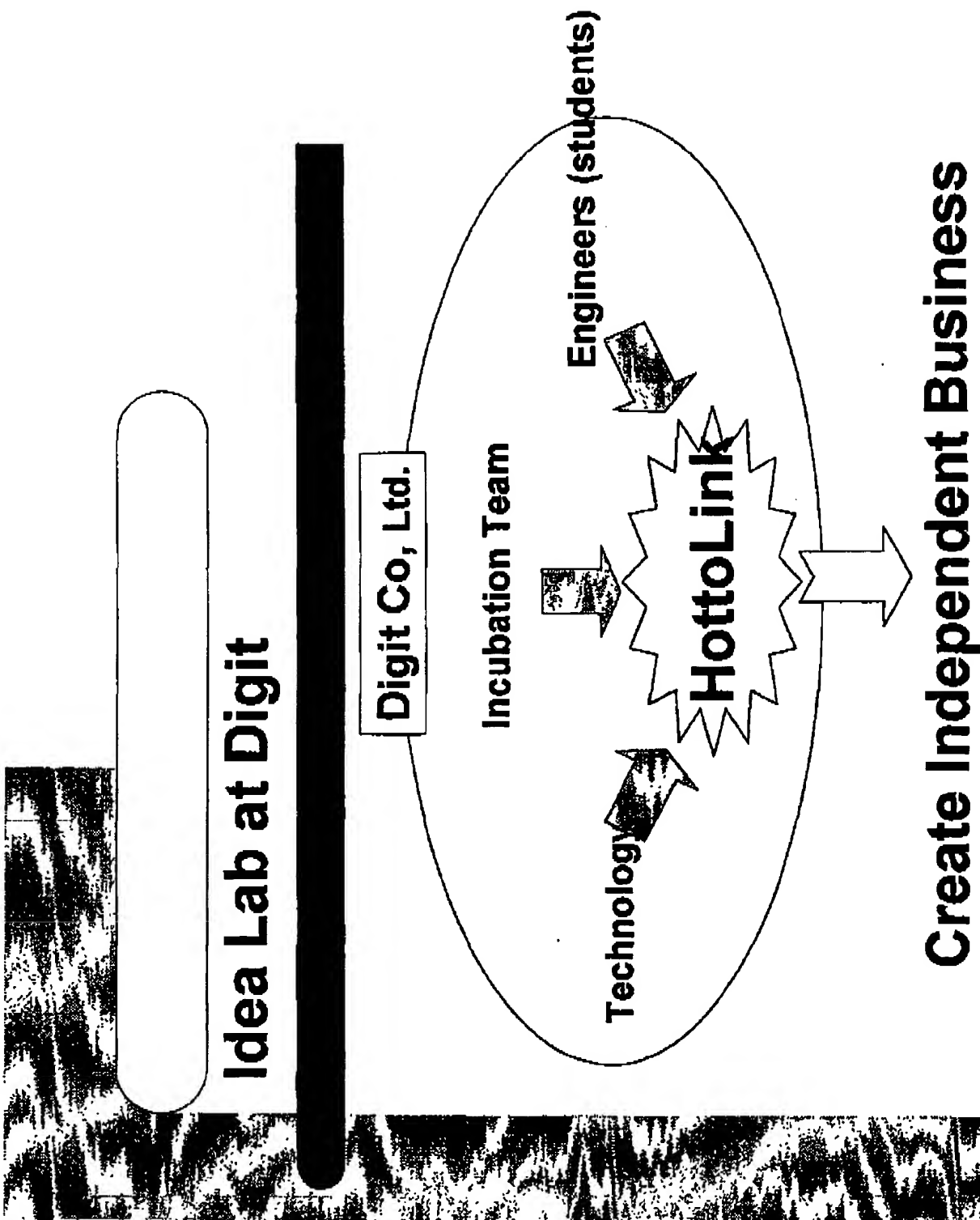


EXHIBIT A

HotToLink Business Plan

Making the Internet
more friendly

Digit Co, Ltd.



HotToLink Management Team—5

- Name
- Title/Position Development
- Bio
 - Graduate School, Tokyo University
 - Research interests include network protocol

- Name 何 斌達
- Title/Position
- Bio
 - Graduate School, Tokyo University
 - Research interests include parallel computer algorithm

HotToLink Management Team—1

- Name Kouki Uchiyama

- Title 代表取締役社長

- Bio

- | | | |
|---|--|-------------------------------------|
| - | 1992年4月 東京大学工学部船舶海洋工学科卒業 | 博士課程進学 |
| - | アメリカズカップ日本代表艇設計チームに所属 | 1997年3月 東京大学工学系研究科船舶海洋工学科博士課程 中途退学 |
| - | 1994年3月 東京大学工学部船舶海洋工学科卒業 | 1997年4月 株式会社マジックマウス(現:デジット株式会社)正式入社 |
| - | 1994年4月 東京大学工学系研究科船舶海洋工学専攻修士課程入学 | 1998年5月 デジット株式会社常務取締役就任 |
| - | 株式会社マジックマウス(現:デジット株式会社)立上に参加 | 各種先端Web システム企画・開発 多数 |
| - | 検索サッチー開発・プロデュース(IBM アプティバにバンドル、ローソンにてCD-ROM販売) | ショッペン・グモール企画・開発 多数 |
| - | 学生技術者派遣センター(現:デジット派遣事業部)立上 | 対話型インテリジェントインターフェースエージェントシステム開発 |
| - | 1996年4月 東京大学工学系研究科船舶海洋工学専攻 | 1999年6月 エージェント研究会(現:ホットリンクプロジェクト)立上 |

HotToLink Management Team-2

● Name

● Title/Position Financial strategies, Marketing, VP

● Bio

-東京大学法学部卒業

- 東京大学法学部助手就任

- マッキンゼー&カンパニー入社。デジタル業界系のVCのコンサルティングに従事

● Name

● Position In charge of Development

● Bio

- 東京工業大学大学院総合理工学研究科物理情報工学専攻卒業。

- 株式会社富士通研究所にて、低ビットレート向け画像符号化方式、音声符号化方式の研究・開発に従事

- 現、大手コンピューターメーカー研究開発本部にて、画像処理研究に従事

HotToLink Management Team—3

- Name 氏名
- Title/Position 企画・デザイン担当、取締役
- Bio

- 日本大学芸術学部文芸学科中退。
- 現AVEC研究所代表。株式会社マジックマウスの設立に関わり、インターネットの創成期からホームページの企画・開発に携る。インターネット業界の草分け的存在。

- Name 氏名
- Title/Position 米国でのマーケティング・アライアンス戦略担当。取締役
- Bio

- 会津大学教授。会津大学で教鞭をとる傍ら、様々なインターネット関連企業の顧問を務める。IPA 審査員。
- 現在米国シリコンバレーに住居を構え、米国と日本を往復。

HotToLink Management Team—4

- Name Katsuhiko Komura

- Title/Position 経営アドバイザー

- Bio

- 現東京大学工学部教授。元日本IBM営業本部長。元プラスウオーターハウス常務取締役
- デジットのインキュベーションチームの主要メンバー。デジット株式会社自体の経営コンサルディングも行う。



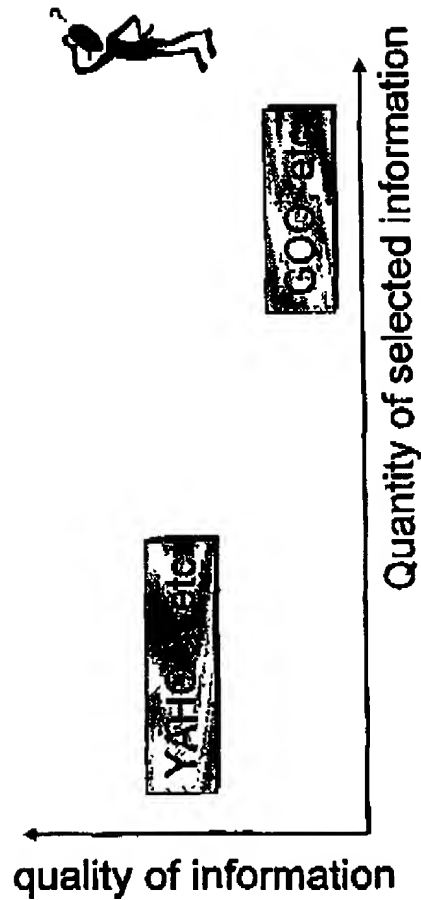
Objective: HotToLink will pursue



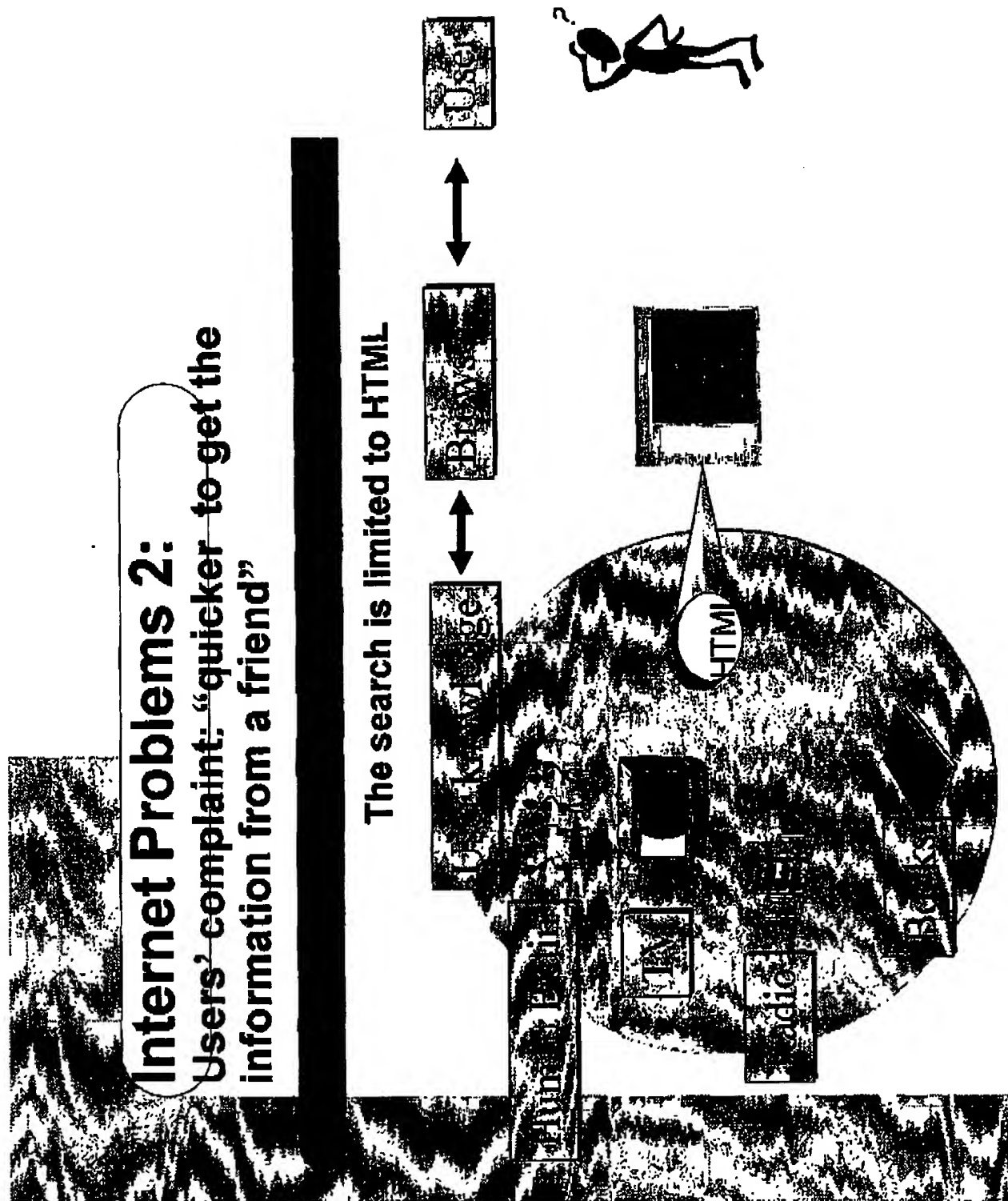
A friendly system that combines a user's knowledge and the power of computer to offer all the necessary information to the user

Internet Problems - 1: Users' complaint: "can't get to the information I'm looking for"

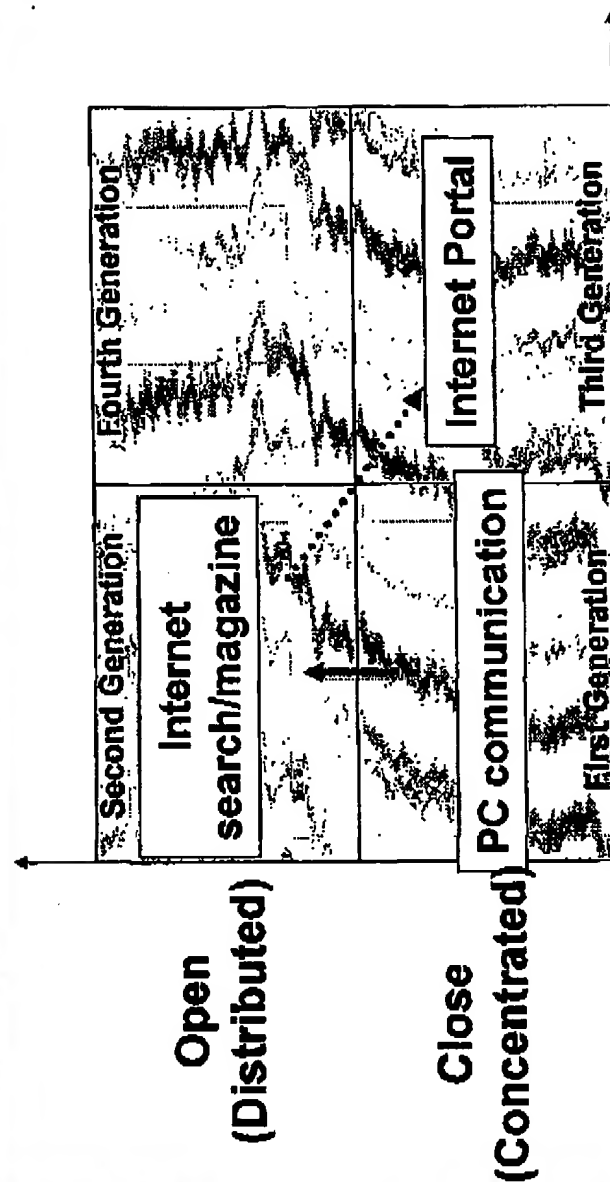
Selection power is limited



- **Manual search: Quantity suffers**
 - Directory type search engines, such as YAHOO
- **Automatic search: Quality suffers**
 - Robot type search engines, such as InfoSeek



Evolution of Contents Services (information search)



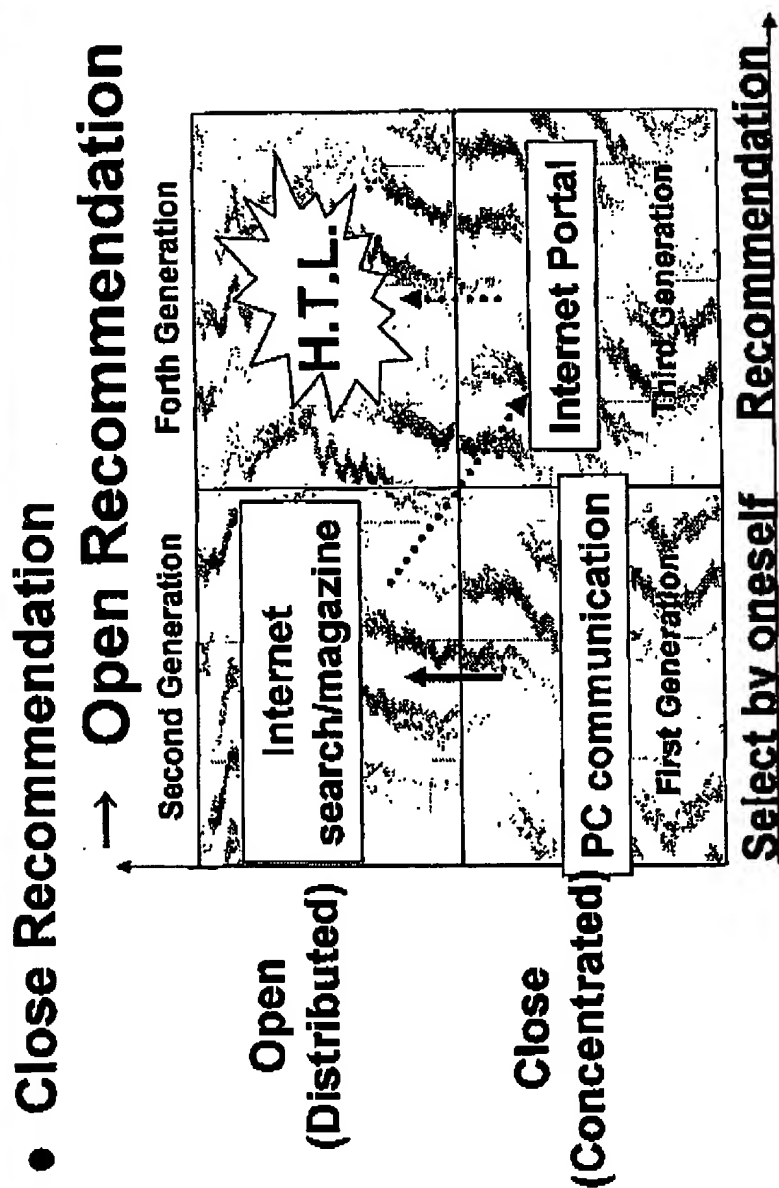
Select by oneself Recommendation



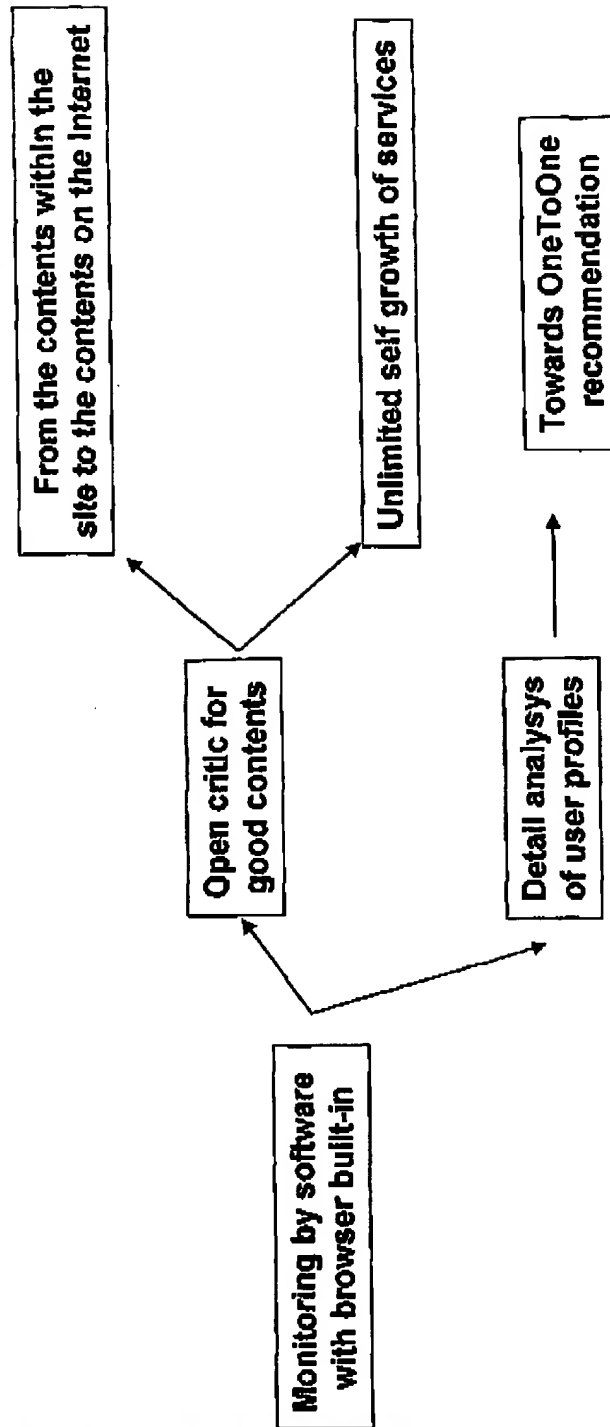
Problem with Portal

1. Contents are limited
2. Pre-selected recommendation -> for general public
3. Cost for acquiring contents are enormous
4. Always under pressure to update contents

Evolution of Contents Service (Information)

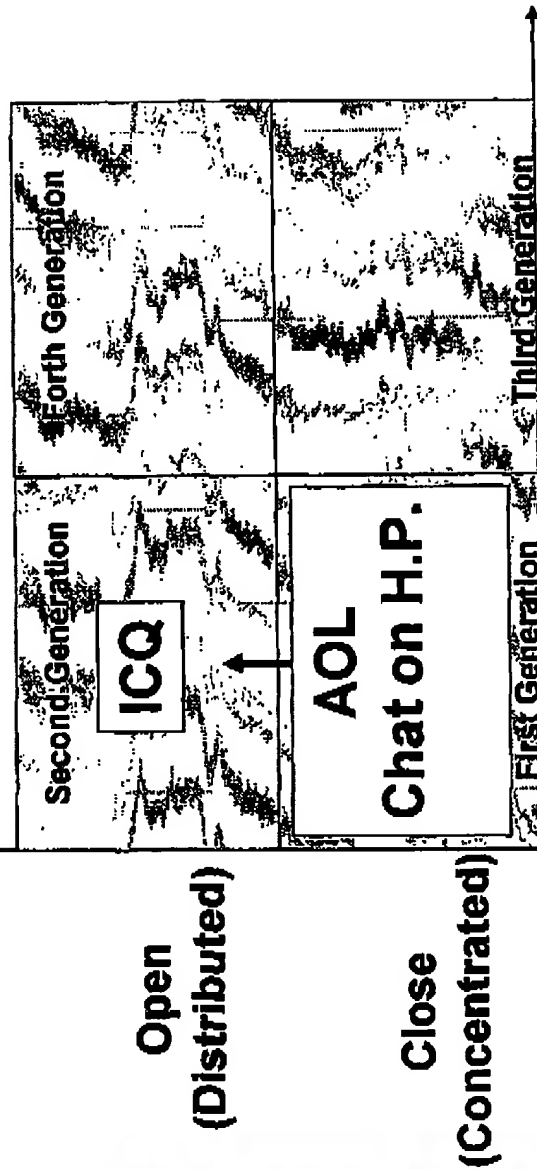


OpenRecommendationService = Unique feature of HotToLink



Evolution of Contents Service 2 (Communication)

- It is better to hear from people rather than to search Webs



Select by oneself Recommendation

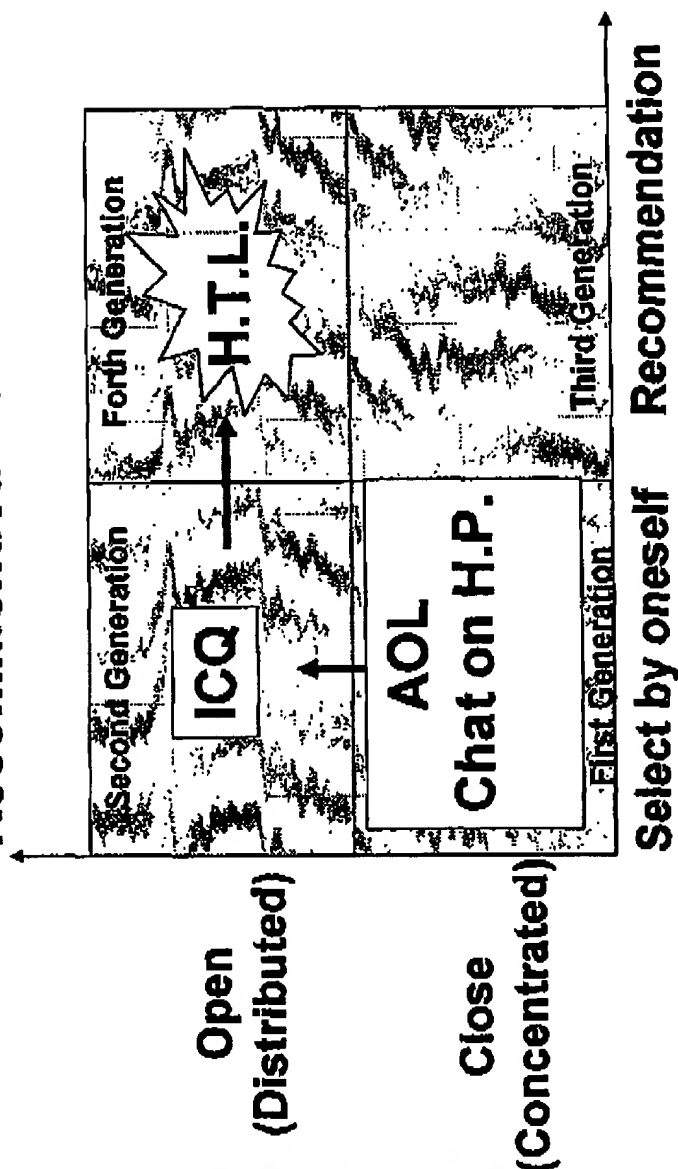


Problems of Communication Services

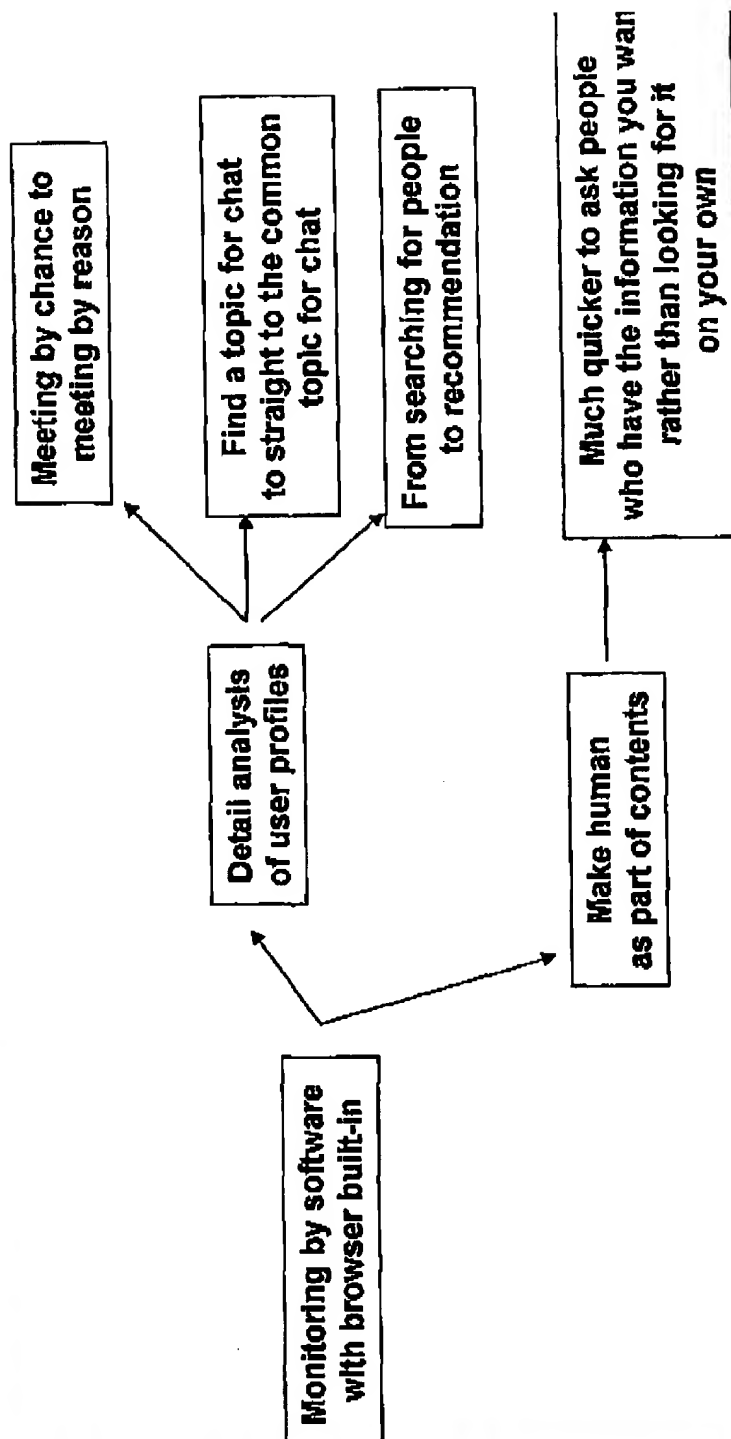
- **Information Exchange**
 - difficult to search a site with information
 - difficult to evaluate the person with the information
- **Meeting**
 - difficult to find a subject for chat
 - difficult to find a person who is compatible to you.

Evolution of Contents Service 2 (Communication)

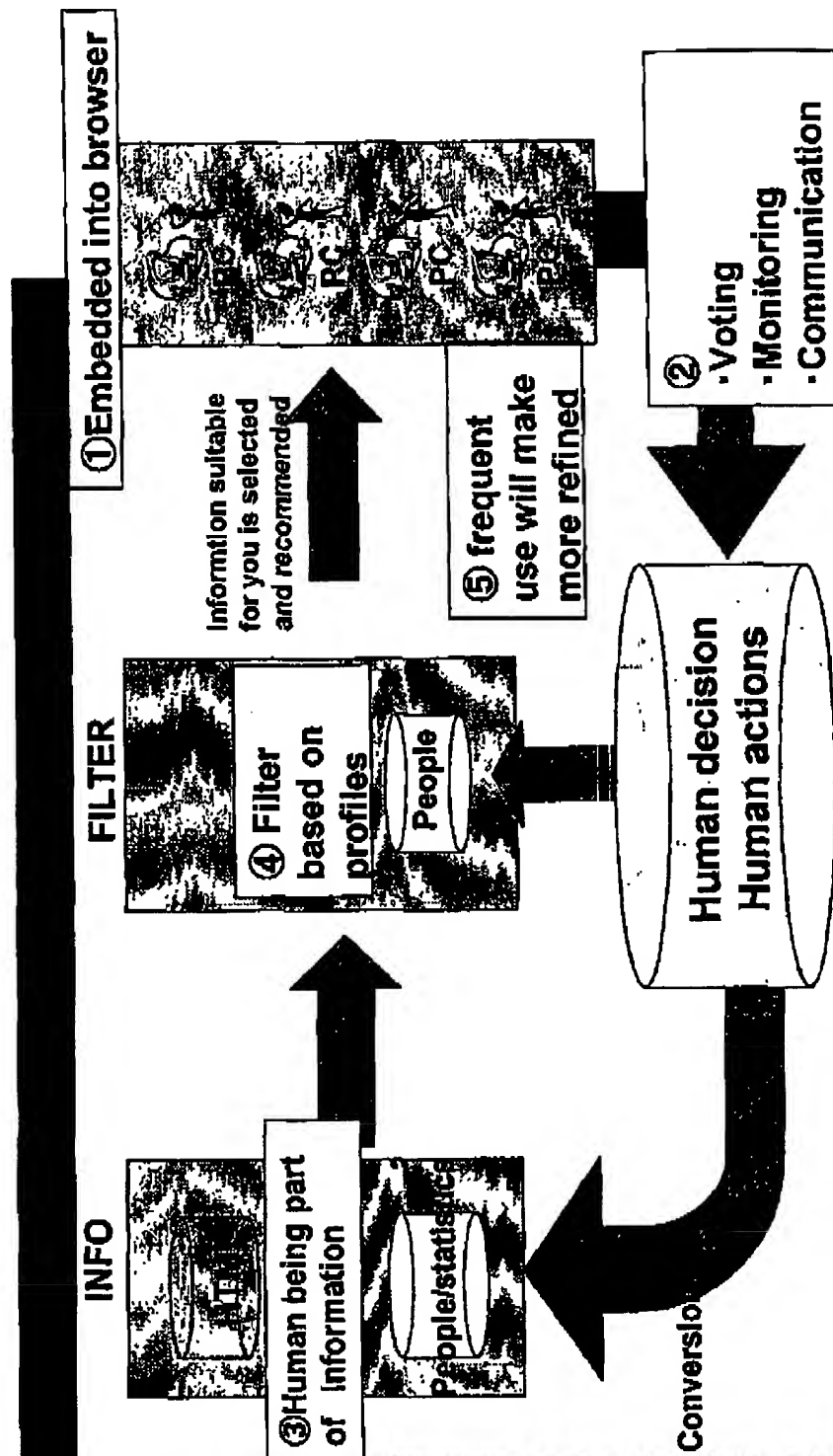
Recommended Communication

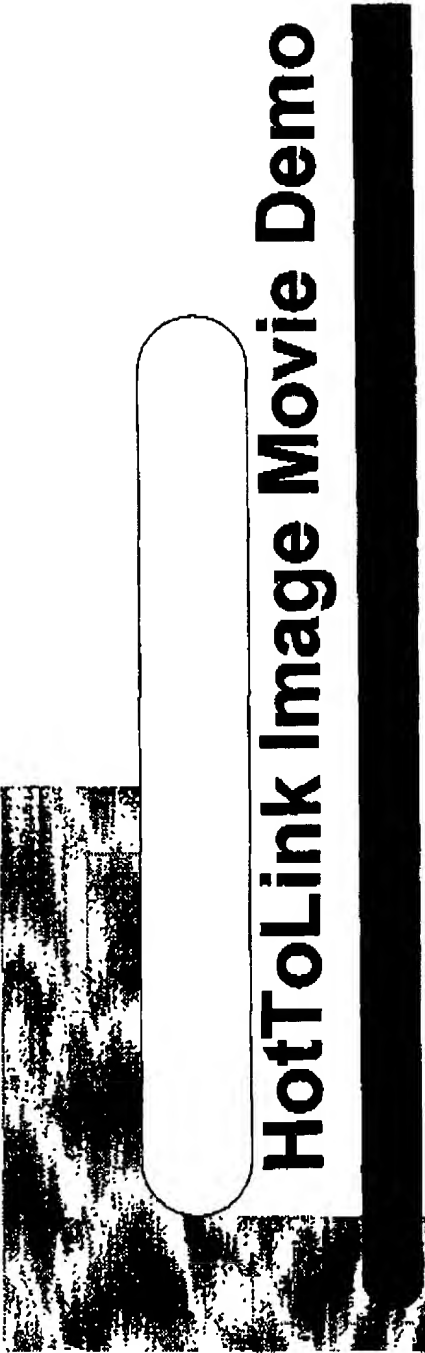


Recommended Communication Service = Features of HotToLink



HotToLinkVer.1 System Overview





HotToLink Image Movie Demo

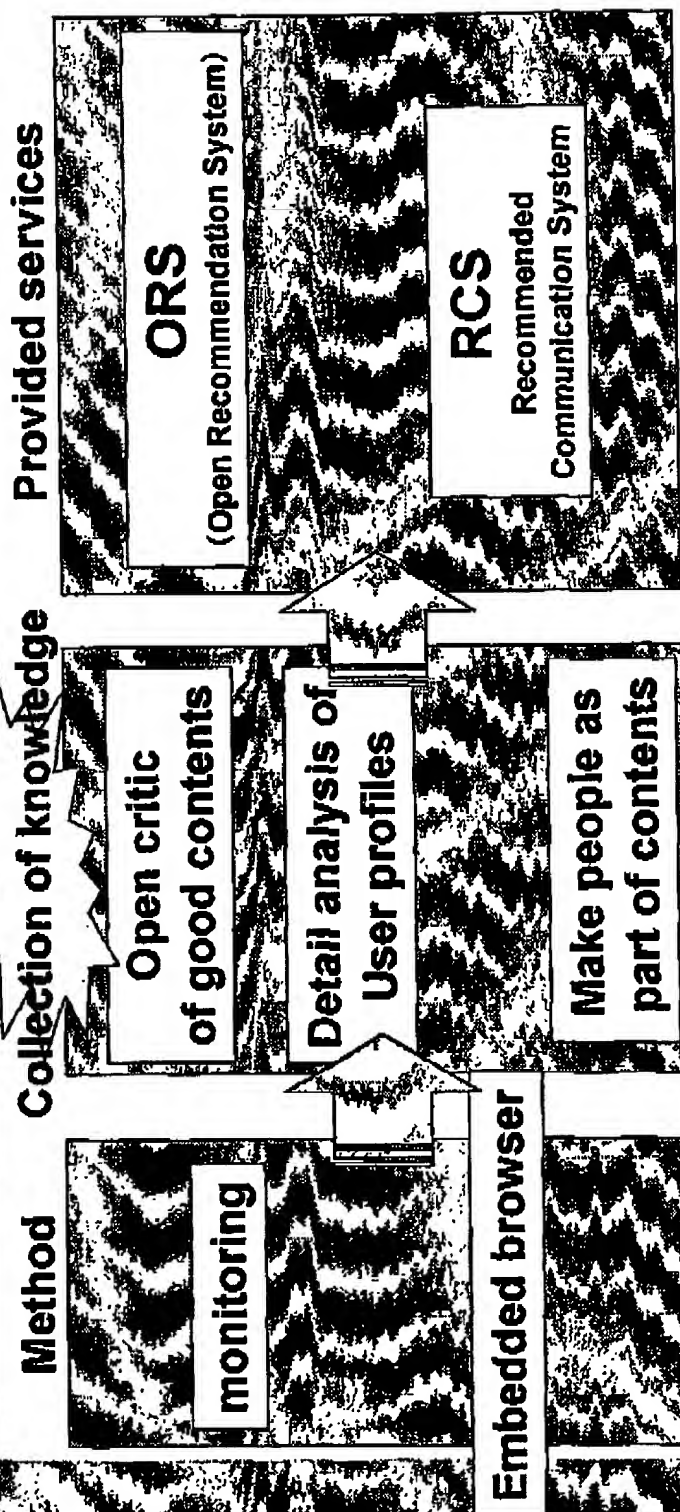
HotToLink Ver.1 Search & Search Results

The screenshot displays the HotToLink Ver.1 Search & Search Results interface. The interface is divided into several sections, with callouts explaining their functions:

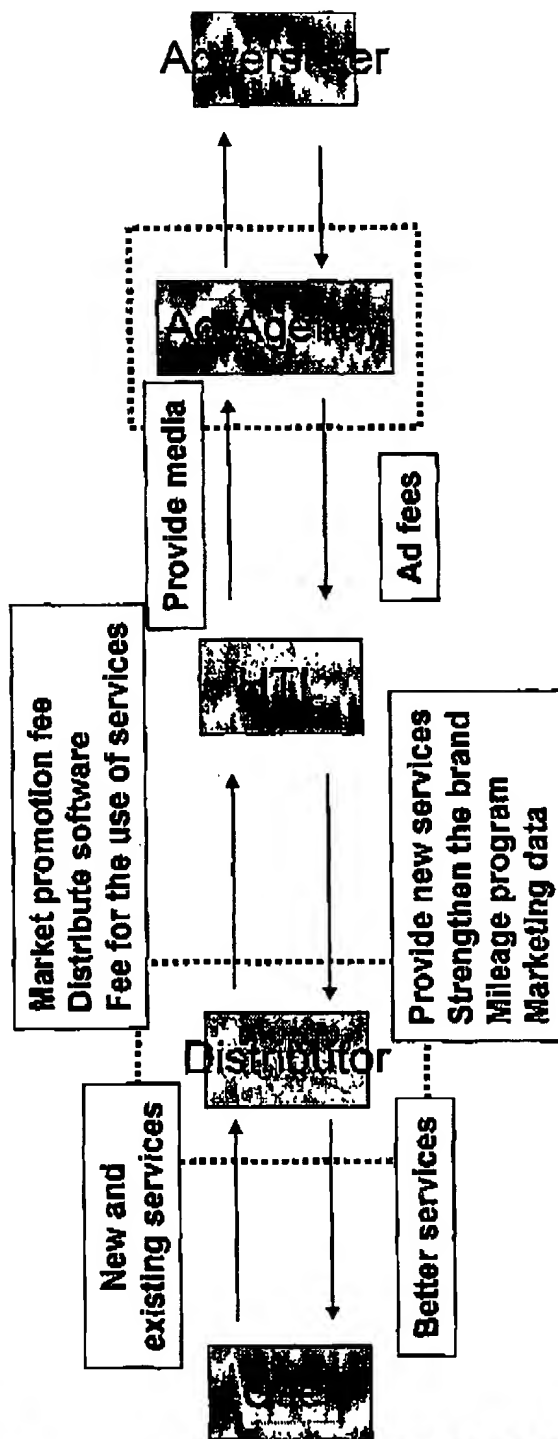
- Site List by ranking**: A list of sites ranked by popularity, including "1st HOSBA-GA", "2nd Freshies", and "3rd マクドナルド".
- The matching degree between you and the site**: A bar chart showing the matching degree between the user and the site, with a callout stating "The matching degree between you and other users who favors this site".
- Show I-Card Button for other users who favor this site**: A button labeled "Show I-Card" that allows users to view the profile of other users who favor the site.
- Comments from the users who favor this site**: A section displaying comments from users who favor the site, with a callout stating "Comments from the users who favor this site".
- Other users who favor this**: A section displaying a list of other users who favor the site, with a callout stating "Other users who favor this".

The interface also includes a search bar at the top, a "hotlink search" section, and a "Show I-Card" button. The search results are displayed in a table format, with columns for site name, ranking, and matching degree.

Summary of HotToLink Concept



Business model idea





HotToLink Business



1. Clear user advantages
2. probability of building alliances for deployment
3. Clear business model and expect a return in a short period of time

User Merit

Low

Enjoy the Internet by pressing buttons

- Win the prize
- Donations by voting
- Receive cash
- Game like enjoyment by growing characters

Create and expand my Interests

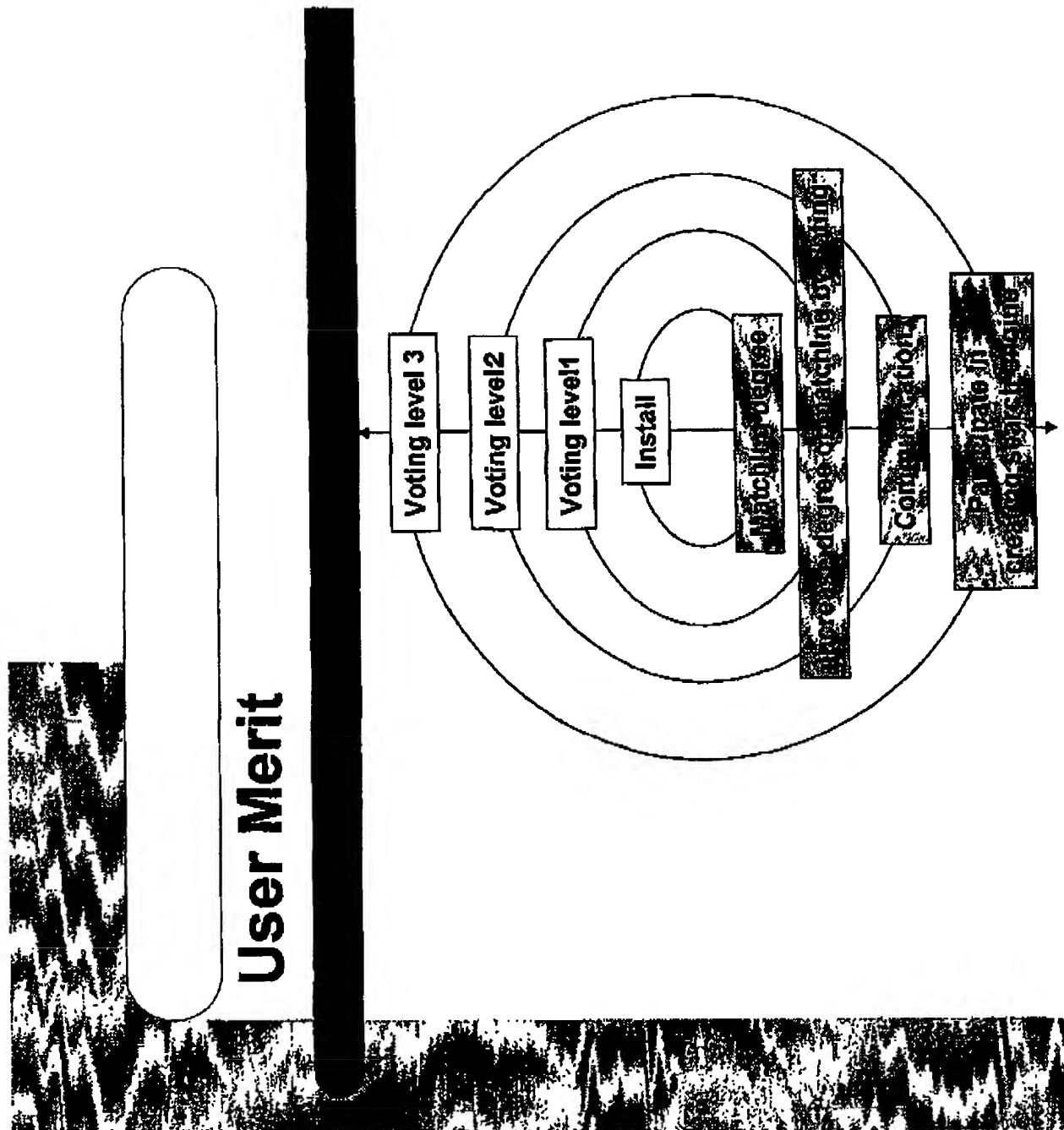
- Communication with users with similar profiles
- Recommendations based on your profile


Contribute to the Internet community

- Sense of belonging to a group with contribution by creating high performance search engine


High

Online Participation





Distribution strategies



- Strategy 1: Alliance with

Since this service addresses the needs and current problems facing , they are likely to support the distribution.

- Strategy 2 : Distribution as value added services to other search engine, shopping mall sites, and other portal sites.

Distribution Strategy 1- Collaboration with ISPs

Needs and Current Status of ISPs

● ISP's Needs

Differentiation in other areas than pricing

- Add superior services
- Establish the brand
- Retain users with mileage services

● Current Status of ISPs

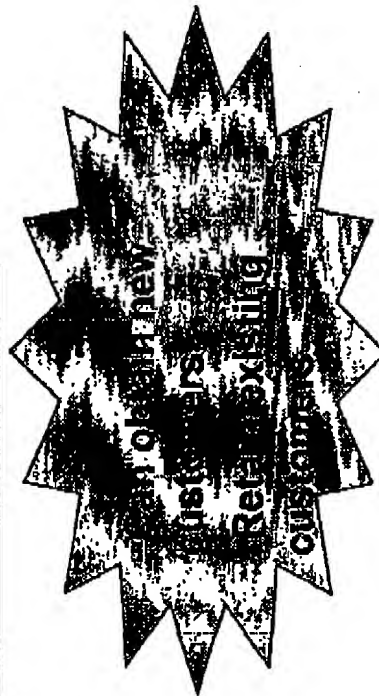
Difficulties in creating the system

- Have no resources for new services
- Have no expertise in contents services

Distribution Strategy 1-- Collaboration with ISPs

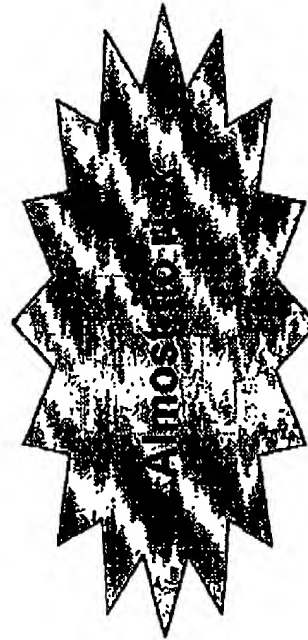
Compatible Needs between HotToLink & ISPs

- With HotToLink, ISP can
 - provide attractive services
 - to new and naïve users.
 - The more used, the better it gets. (hard to switch to other providers)



- ISP can easily adopt HotToLink

- HotLink creates contents and manage it.
- All ISP needs is to distribute plug-ins





Merits of Ad Agency and Advertiser



- More advanced and focused OneToOne banner
- Provide new advertising media

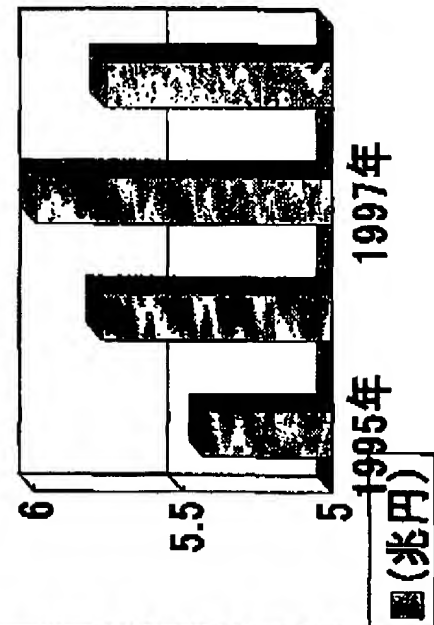
Profitability Analysis

- Marketability forecast
- Comparison with related services
- Strategies for competition
- Revenue forecast
 - # of users
 - Unit price
 - Revenue
- Profit planning
- Fund raising planning

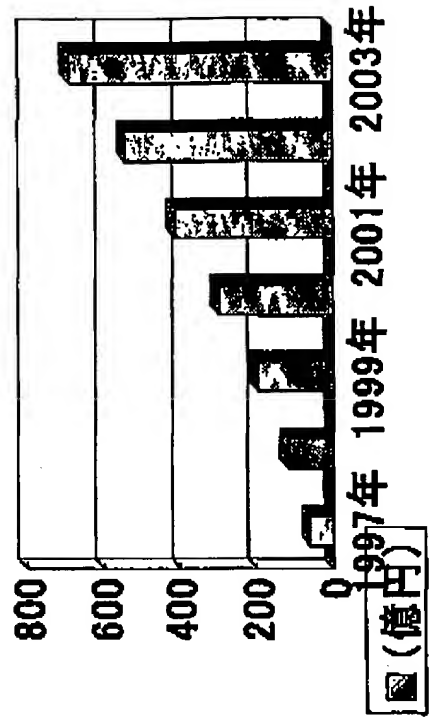
Market Forecast

- Advertisement budget on the Internet is expanding rapidly while the total expenditure on advertisement declines
- ¥70 billion market in 2003

•Domestic Ad. Fee



•Domestic Internet Ad. fee

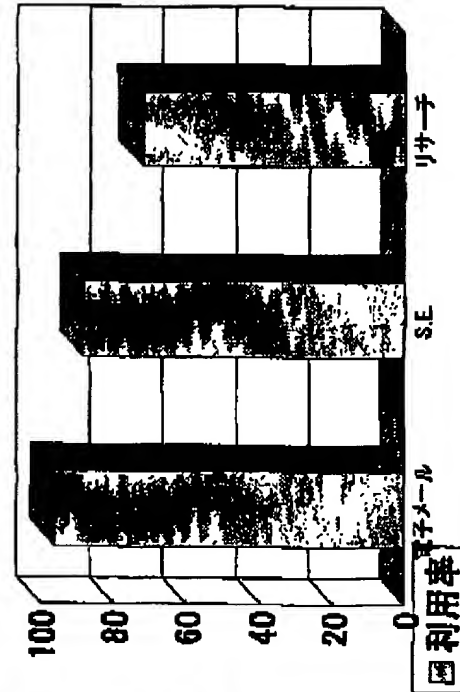


Forecast for the number of search engine users

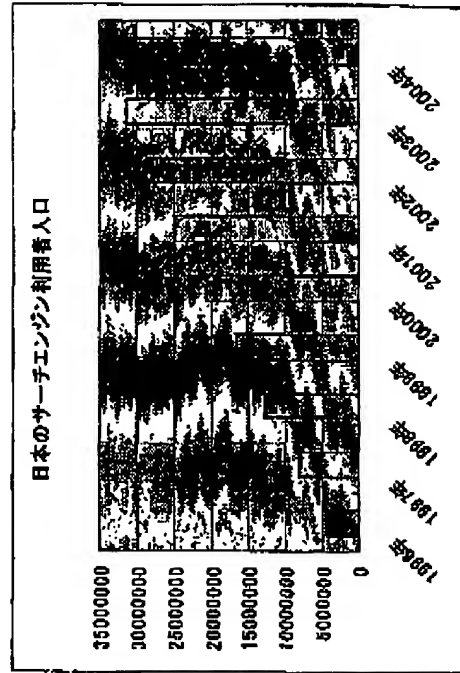
● Forecast to have 3 million in 5 years

- Establish % of the search engine market.
- Establish % of the communication software market

•Internet user by use in percentage



•Domestic search engine use population forecast



Forecast on Unit Price and Frequencies of Ad Displays

●Assumption

- the daily average number Web pages by the user of
- this software is 20 pages.
- a price for each display of a banner

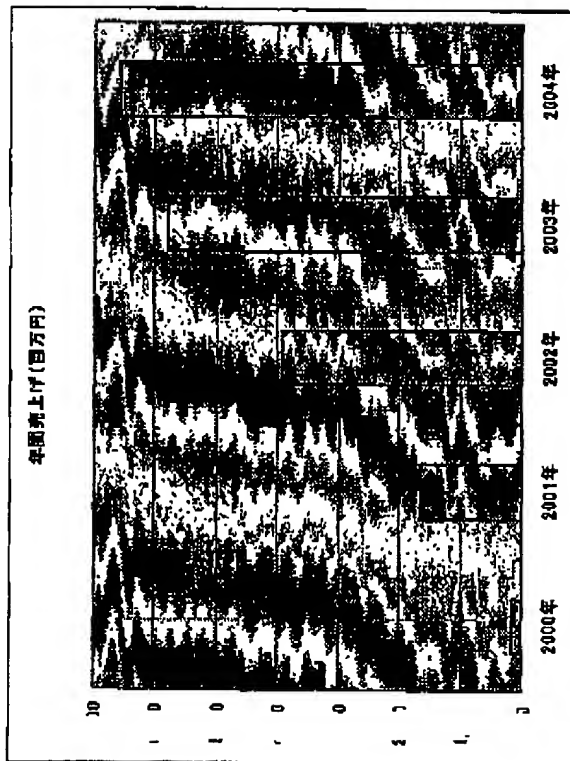
年	2000年	2001年	2002年	2003年	2004年
円/pv					

Revenue forecast (Banner only)

- A in the first year and $-$ in 5 years

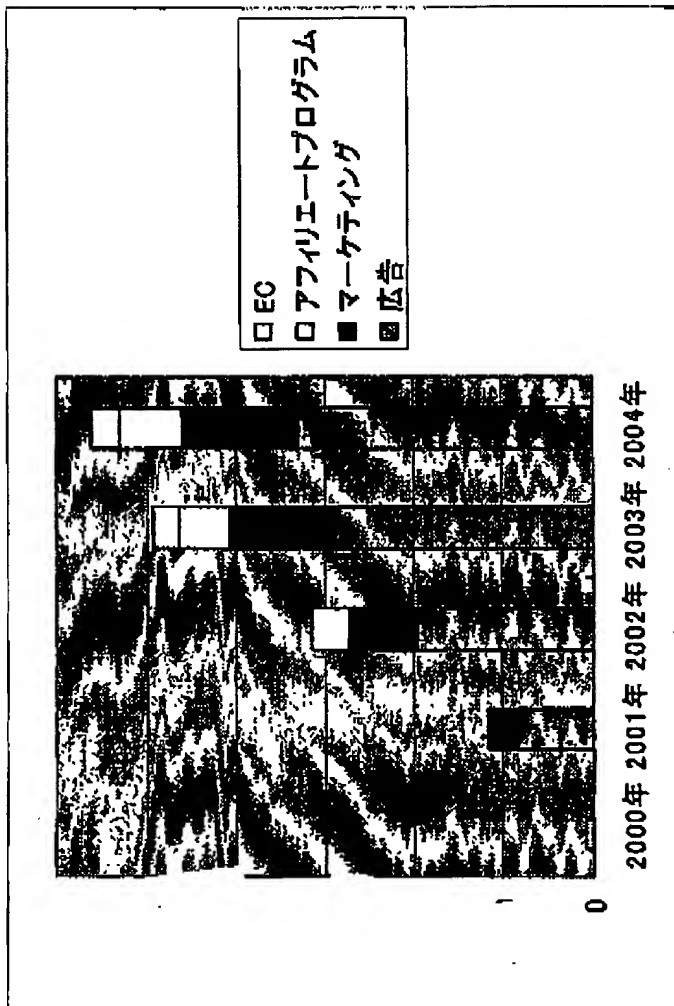
Banner revenue formula

- daily average number of HP \times 365 \times # of the users of this software \times banner unit price



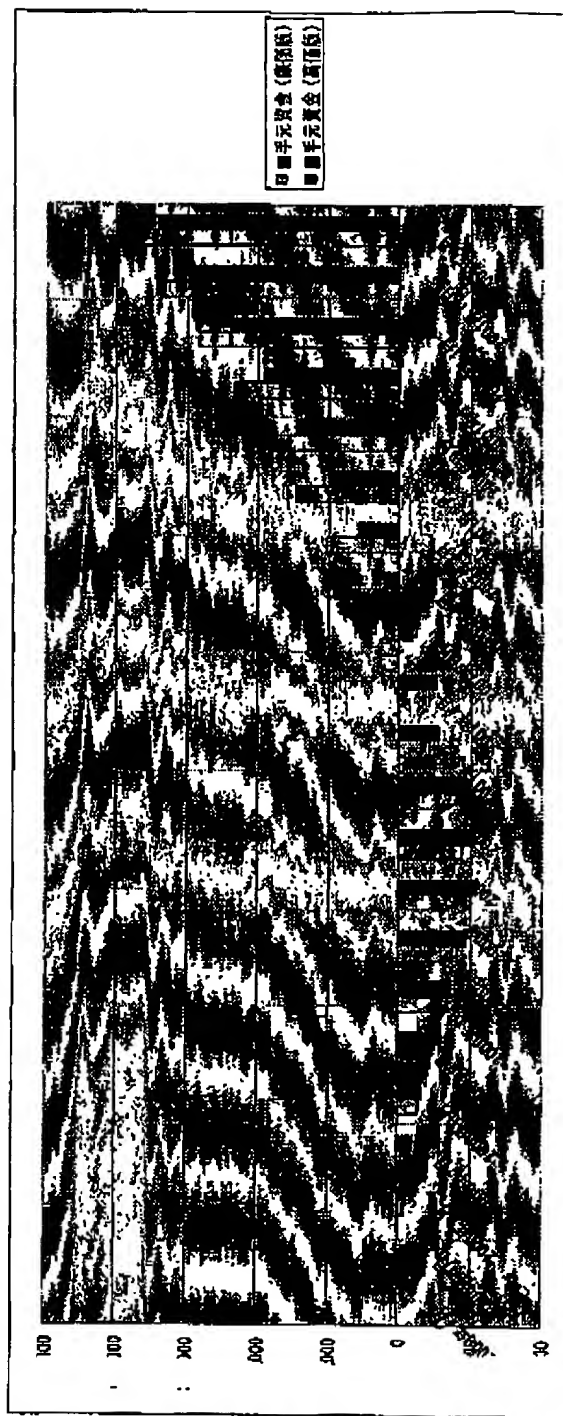
Revenue Forecast(Total)

- Set the target at : B Yen in 5 years



Profit Plan

- Dissolution of accumulated losses by the end of the first fiscal year
- Net Income \ billion in 2004



The Short term Schedule

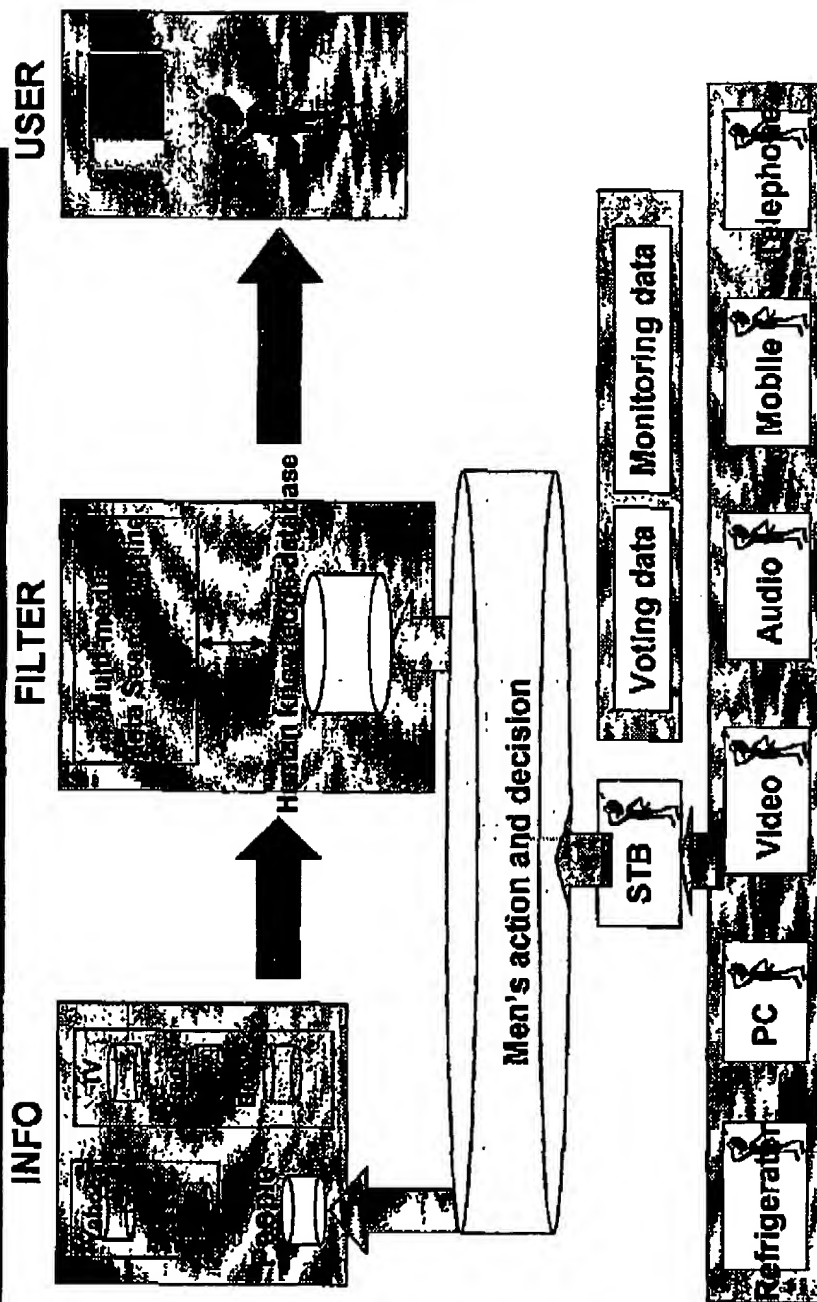
- May Finish planning, obtain patent, alliance negotiation, development
- June distribution of Beta version
- July Launch
- December Start Hot Search Service



Long term plan

- Improve the contents of services
 - Hot Search (information and human integrated, total information recommendation based search engine.)
- Expand the concept to terminals beyond PCs
- Expand into mobile terminals
 - Expand to digital home appliance
 - Monitoring software distribution on the set-top-box
- Expand into overseas

HotToLinkVer.2 System Overview



HotToLink Ver.2 Search/search result display

1. Voting/monitoring area

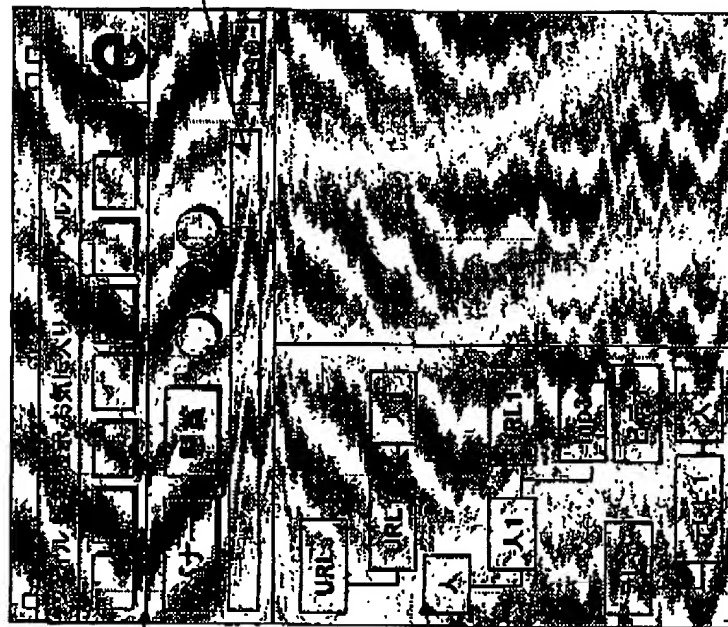
- ① embedded into browser
- ② OneToOne always displayed banner
- ③ Speed lottery

2. Search area

Part of browser

3. Search result display area

- high powered filtering and selection based on human actions and voting results
- Support for various media and display the multi facet results



Comparison with related services

• Evaluation of HotLink from the advertisement perspective

- Few or no marketing cost because of the browser built-in system.
- Expressive power due to graphics and animation is large
- the browser built-in system does not require other components
- All the users on the Internet use browsers, and the potential number of the users is large.

	Marketing cost	Expressiven	Usability	# of users
HotLink	None	Large	Compact	Large
Banner Ad	Enormous	-	-	-
Mail Ad	-	Weak	-	-
Ad cooperative ISP	-	-	Bulky	-
Banner cooperative	-	-	-	Small

Strategies against competition

- Business Method patent pending
 - Open Recommendation services
 - Recommended communication services
- Technology patent pending
 - Browser built-in software
 - Browser embedded advertisement software
 - Browser embedded survey software
 - Browser embedded search engine software
- First in the market place
 - No competition yet in the market
 - High switching cost from this service
 - 規模の利益が利く

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